



BELMAS

British Educational Leadership, Management and Administration Society

By-Laws of the CIO

The British Educational Leadership, Management & Administration Society

Charity Number: 268989

Approved by the Board of Trustees	12 May 2023
Approved at AGM	06 July 2023
Became Operational	01 January 2024
Last Amended	

Version: ByLaws-2023-01

By-Laws of the Constitution

British Educational Leadership, Management & Administration Society (BELMAS)

Contents

By-Law A	Terms of Reference and Selection Process of Trustees	Page 3
By-Law B	Terms of Reference and Membership of Trustee Sub-Committees	Page 7
By-Law C	Terms of Reference and Selection Process of Honorary Roles	Page 10
By-Law D	The Election Regulations	Page 11
By-Law E	Code of Conduct for Members Engaging with or Undertaking Activities on Behalf of the Society.	Page 15
By-Law F	Complaints and Disciplinary Procedure for Members of BELMAS	Page 26
By-Law G	Code of Conduct for Trustees & Behaviours Framework	Page 30
By-Law H	Procedure for Complaints and Removal of a Trustee	Page 34
By-Law I	Procedure for Complaints against BELMAS	Page 35
By-Law J	Financial Regulations	Page 39
By-Law K	Employee Protocol	Page 42
By-Law L	Scheme of Delegation	Page 44

BY-LAW A

TERMS OF REFERENCE AND SELECTION PROCESS OF TRUSTEES

GENERAL DUTIES OF THE BOARD OF TRUSTEES

1. Act as a responsible Trustee of the registered charity of BELMAS.
2. Responsible for setting the strategic direction of BELMAS.
3. Represent the interests of all members of BELMAS.
4. Chair, attend, observe and engage with BELMAS committee, board and general meetings as required by the Constitution, By-Laws and Board of Trustees.
5. Produce reports to the Board of Trustees as necessary.
6. Actively and positively promote, engage with and support all BELMAS work and events.
7. Take responsibility for legal, compliance, policy and finance matters of the organisation.
8. Uphold the values, policies and constitution of the organisation and always abide by the Nolan Principles.
9. Champion decisions made within the democratic processes of the organisation.
10. Maximum Terms of Trustees are described as “usually” in the event of a legal, financial or strategic requirement for continuity, but should not be used lightly. The Board will be required to record the minutes of a passed vote clearly explaining the reason allowing a further term of office for a Trustee.

SELECTION PROCESS AND TERM OF OFFICE OF TRUSTEES

Role	Length of Service/Term	Maximum Terms	Selection/Election
12 x Member Trustees	3 Years	Usually 2 (6 Years)	Election from and amongst the paid membership
Maximum of 2 x Lay Trustees	3 Years	Usually 2 (6 Years)	Selection/interview process determined by Board
MiE Editor	3 Years	Usually 3 (9 Years)	Ex-Officio (Appointment as Editor)
EMAL Editor	3 Years	Usually 3 (9 Years)	Ex-Officio (Appointment as Editor)

SELECTION PROCESS AND TERM OF OFFICE OF PORTFOLIO ROLES (CHAIR & VICE-CHAIRS)

Role	Maximum Length of Service/Term	Selection/Election
Chair of BELMAS	Usually 5 Years	Election from and amongst the Trustee Board
Vice-Chair (EDI)	Usually 6 Years	Election from and amongst the Trustee Board
Vice-Chair (Conference & Events)	Usually 6 Years	Election from and amongst the Trustee Board
Vice-Chair (Finance & Resource)	Usually 6 Years	Election from and amongst the Trustee Board

TERMS OF REFERENCE FOR THE CHAIR

11. To Chair the Trustee Board, ensuring all members are active and engaged.
12. To Chair the Appointments & Remuneration Committee and lead on any major appointments.
13. To act as line manager of the Executive Officer and be the responsible link between the Board and BELMAS employees.
14. To be the main signatory of the BELMAS Bank Account and Annual Audit.
15. To be BELMAS primary representative at domestic and overseas meetings and conferences.
16. To delegate authority or Chairing of a Board meeting to a Vice-Chair in the event that they cannot carry out their duties.

TERMS OF REFERENCE FOR THE VICE-CHAIR (CONFERENCE & EVENTS)

17. To Chair the Conference & Events Committee ensuring all members are active and engaged.
18. To be accountable for the action plans, reporting and smooth delivery of major BELMAS events including its Annual Conference in partnership with relevant BELMAS employees.
19. To be the members representative at the Board for items relating to membership events.
20. To deputise for the Chair as and when appropriate.

TERMS OF REFERENCE FOR THE VICE-CHAIR (EDI)

21. To Chair the Equality, Diversity & Inclusion Committee ensuring all members are active and engaged.
22. To be accountable for creation, review and reporting of the BELMAS EDI Strategy.
23. To be the members representative at the Board for items relating to EDI matters and raise awareness of issues across the organisation.
24. To champion and promote good practice within EDI and celebrate success stories at BELMAS.
25. To deputise for the Chair as and when appropriate.

TERMS OF REFERENCE FOR THE VICE-CHAIR (FINANCE & RESOURCE)

26. To Chair the Finance Committee, ensuring all members are active and engaged.
27. To be accountable for the oversight and reporting of the BELMAS Management Accounts, Audit and Bank provisions in partnership with relevant BELMAS employees.
28. To be a signatory of the BELMAS Bank Account.
29. To deputise for the Chair as and when appropriate.
30. To Chair the Board of Trustees meetings in the event of the Chair not being able to specifically delegate an individual.

TRUSTEES TERMS OF OFFICE

31. All Trustees cannot usually hold more than two terms of office.
32. Although Trustees may usually serve six years on the Board across two terms, they may, in exceptional circumstances, be appointed for a third term and therefore may serve a maximum of nine years. This will be in conjunction with point 9 of this By-Law.

33. At the end of their term of office, Trustees are unable to hold office again for any role for another four years, unless appointed as Editor of a BELMAS Journal that holds a Trustee role by Ex-Officio.
34. Once a person ceases to be a Trustee, they automatically forfeit any additional portfolio roles from the day in which they resign.

ELECTION PROCESS FOR ELECTED TRUSTEES

35. The election process shall be outlined in By-Law D “The Elections Regulations”.
36. Elections should be completed by the end of October to allow time for training and handover.
37. Trustees appointed by the annual elections shall officially begin their term of office on 1st January.
38. All Elected Trustees must be members of BELMAS with membership kept up to date.
39. Where an elected Trustee has not renewed their membership for 30 days, they shall automatically be removed from their role as a Trustee on the Board.

ELECTION PROCESS FOR THE PORTFOLIO ROLES (CHAIR AND VICE-CHAIRS)

40. All portfolio roles are appointed annually before the last meeting of the financial year.
41. The Term of Office for the Chair and Vice-Chairs shall therefore start on the 1st January the following year and end on 31st December.
42. Portfolio roles are open to any elected member Trustee unless they are in their final year as a Trustee.
43. Only Trustees who have been on the Board for at least one year, and has at least two years remaining on their term of office shall usually be appointed as Chair of BELMAS.
44. Prior to the last meeting of the financial year, the most senior employee at the organisation shall confirm if:
 - a) The current postholder would like to continue with the role; and
 - b) If any other member would like to be considered for the role.
45. In the event of the current postholder wishing to continue with the role, with no other members wishing to be considered, the current postholder would remain in post following ratification by the Board.
46. In the event of other member(s) also wanted to be considered for the role, the most senior employee will conduct an election by private ballot where all trustees shall be entitled to vote. Whether or not the current postholder wishes to continue in the role is irrelevant to the process.
47. If the current postholder does not wish to continue in the role, and no other Trustees wish to be considered for the role, the post shall remain vacant until a trustee is elected.
48. To continue to conduct business, the trustees may appoint someone temporarily for the role until a permanent person is appointed.
49. An external Chair of BELMAS may be appointed under one of the following provisions:
 - a) It is required or recommended to do so by any of its regulators;
 - b) The organisation is undertaking major change;
 - c) There has been a significant incident which has compromised the Chair and the current Board; or
 - d) There is a significant threat to the organisation that requires the skillset of an independent Chair.

50. In the event of the Board seeking to appoint an external Chair, an appointment process shall be conducted by the Appointment and Remuneration Committee, unless there are conflicts of interests preventing them from acting. In which case the process shall be managed directly from the current Board supported by the most senior member of staff.

SELECTION PROCESS FOR LAY TRUSTEES

51. Lay trustees are appointed at a time when the Board feels it necessary to seek additional expertise against the gaps in the Trustee Skills Audit.
52. The Appointments & Remuneration Committee shall convene and consider:
- A skills audit of the current Trustees highlighting areas against the needs of the organisation.
 - A timeline for the recruitment process.
 - The format of the selection process including but not limited to: applications, shortlisting digital interviews, questions and presentations.
 - A proposed budget (if required) and whether recruitment shall be in-house or through a specialist recruitment agency.
53. If spend is required that is outside of the annual budget, this shall be presented to the Board of Trustees.
54. The Appointments & Remuneration Committee shall form the interview panel.
55. The Appointments & Remuneration Committee may wish to include the Executive Officer and/or other employees in the process.
56. The Appointments & Remuneration Committee shall be responsible for appointing new Lay Trustees, pending ratification by the Board of Trustees.

SELECTION PROCESS FOR PUBLICATION EDITORS

57. When a position arises, the Appointments & Remuneration Committee shall convene and consider:
- A timeline for the recruitment process.
 - Involvement of “expert members” for the panel including publishing partners.
 - The format of the selection process including but not limited to applications, shortlisting digital interviews, questions and presentations.
58. The Appointments & Remuneration Committee shall not necessarily form the interview panel but will be responsible for the recruitment process.
59. The Appointments & Remuneration Committee may ask the outgoing Editor, or the current Editorial Board for the specific publication for advice or guidance providing there are no conflicts of interest within the process.
60. The Appointments & Remuneration Committee may wish to include the Executive Officer and/or other employees in the process.
61. If spend is required that is outside of the annual budget, this shall be presented to the Board of Trustees.
62. The Trustee Board may, from time to time, ask Editors to extend their tenure, which would therefore result in their appointment to the Board as a Trustee for a third term.

BY-LAW B

TERMS OF REFERENCE AND MEMBERSHIP OF TRUSTEE SUB-COMMITTEES

ALL TRUSTEE SUB-COMMITTEES

1. All Trustee sub-committees shall
 - a. Be formed at the request of the Board of Trustees;
 - b. Meet as directed within their terms of reference;
 - c. Provide minutes and reports to the Trustee Board where appropriate;
 - d. Give at least five working days' notice to members of the meeting and the agenda within two working days; and
 - e. Be disbanded at the request of the Board of Trustees if it is longer required or effective.

APPOINTMENTS & REMUNERATIONS COMMITTEE (ARC)

2. The Appointments and Remuneration Committee (ARC) shall convene at least once (1) per year plus any additional time where a vacancy arises for either:
 - a. The Executive Officer.
 - b. A Lay Trustee.
 - c. Publication Editor-in-Chiefs.
3. The membership for the Appointments & Remuneration Committee (ARC) shall consist of:
 - a. Chair of BELMAS (Chair).
 - b. Vice-Chair (Finance & Resource).
 - c. At least one other Trustee.
4. The Appointments & Remuneration Committee (ARC) shall be accountable for:
 - a. The recruitment process of the Executive Officer.
 - b. The appointment process of Lay Trustees.
 - c. The appointment process of Publication Editor-in-Chiefs.
 - d. Review of staff annual salaries and remuneration against individual and organisation performance.
 - e. Review of publication Editor stipend in line with Annual Budgets and external funding.

AWARDS, BURSARIES & GRANTS COMMITTEE (ABG)

5. The Awards, Bursaries and Grants Committee (ABG) shall convene at least four (4) times per year.
6. The membership for the Awards, Bursaries & Grants Committee (ABG) shall consist of:
 - a. Vice-Chair EDI (Chair).
 - b. At least two other Trustees.
 - c. Executive Officer (or nominee).
7. The Awards, Bursaries & Grants Committee (ABG) shall be accountable for:
 - a. Ensuring that all awards, bursaries and grants are coordinated and arranged annually and timely against the operational plan of BELMAS.
 - b. Approving the values of all bursaries and grants not exceeding the annual budgets set by the Board of Trustees.
 - c. Acting as the awarding panel for all bursaries and grants.
 - d. Ensuring that bursaries and grants winners are supported to deliver their research by the end date provided.
 - e. Approving the awards in preparation for the BELMAS annual conference.
 - f. Acting as the judging panel for all awards.
 - g. Ensuring all awards, bursaries and grants are well advertised and publicised across BELMAS.

CONFERENCE & EVENTS COMMITTEE (CEC)

8. The Conference & Events Committee (CEC) shall convene at least four (4) times per year.
9. The membership for the Conference & Events Committee (CEC) shall consist of:
 - a. Vice-Chair Conference & Events (Chair).
 - b. At least two other Trustees.
 - c. Executive Officer (or nominee).
10. The Conference & Events Committee (CEC) shall be accountable for:
 - a. Ensuring the smooth planning, and coordination of the BELMAS conference.
 - b. Ensuring the financial sustainability of the annual conference, budgeting and monitoring accordingly and approving all final costs within the wider BELMAS budget set by the Trustee Board.
 - c. Monitoring the sustainability of the conference and finding ways to ensure that the conference reduces its carbon footprint.
 - d. Working with the membership, where appropriate, to determine suitable:
 - i. Locations.
 - ii. Themes.
 - iii. Speakers.
 - e. Appointing reviewers for abstract, symposium and session submissions.
 - f. Arranging advertising and promotion of the conference to members and non-members.
 - g. Supporting any other major BELMAS events.

EQUALITY, DIVERSITY & INCLUSION COMMITTEE (EDIC)

- 11.** The Equality, Diversity and Inclusion Committee (EDIC) shall convene at least four (4) times per year.
- 12.** The membership for the Equality, Diversity & Inclusion Committee (EDIC) shall consist of:
 - a.** Vice-Chair EDI (Chair).
 - b.** At least two other Trustees.
 - c.** Executive Officer (or nominee).
- 13.** The Equality, Diversity & Inclusion Committee (EDIC) shall be accountable for:
 - a.** Preparing, reviewing and reporting on BELMAS' EDI Strategy.
 - b.** Monitoring EDI performance across the organisation.
 - c.** Make recommendations to the Board on projects and risks relating to EDI.

FINANCE COMMITTEE (FC)

- 14.** The Finance Committee (FC) shall convene at least five (5) times per year, which is usually arranged before scheduled Trustee Board meetings.
- 15.** The membership for the Finance Committee (FC) shall consist of:
 - a.** Vice-Chair Finance & Resource (Chair).
 - b.** Executive Officer.
 - c.** Finance Officer.
- 16.** The Finance Committee (FC) shall be accountable for:
 - a.** Reviewing management accounts in preparation for the Trustee Board.
 - b.** Liaise with other sub-committees, employees and Trustees to prepare the annual budgets for approval at the Trustee Board.
 - c.** Recommend any amendments to the annual budget for the Trustee Board.
 - d.** Consider any unexpected overspend and report to the Trustee Board.

DISTINGUISHED SERVICE AWARD (DSA) ADVISORY BOARD

- 17.** The DSA Advisory Board shall convene at least two (2) times per year.
- 18.** The membership for the DSA Advisory Board shall consist of all recipients of the Distinguished Service Award who opt in to the sub-committee.
- 19.** The Chair of the DSA Advisory Board shall be determined from and amongst the group annually.
- 20.** The DSA Advisory Board shall be accountable for:
 - a.** Being a sounding board for the Chair of BELMAS and Executive Officer.
 - b.** Determining the context and speaker for an Annual DSA Keynote or Lecture.
 - c.** Being the recommending body for new DSA members following a nomination process determined by the ABG.
 - d.** Raising the international profile of BELMAS through external links to media and other Societies.
 - e.** Awarding a "DSA Research Grant" for field-leading research projects from a budget set by the Board of Trustees.

BY-LAW C

TERMS OF REFERENCE AND SELECTION PROCESS FOR HONORARY ROLES

INTRODUCTION OF HONORARY ROLES

1. Honorary Roles within BELMAS are reserved for past or present members who have contributed significantly to the field of Educational Leadership, Management and Administration.
2. Honorary Role holders are respected members of the structure of BELMAS but shall not hold decision-making powers on the Board of Trustees, unless invited to do so as the Editor of a Publication.
3. While Honorary Roles are ceremonial, the holders shall contribute to BELMAS as outlined in the general duties below.

GENERAL DUTIES OF HONORARY ROLES

4. Act as an ambassador for BELMAS to members and the public.
5. Champion the work of BELMAS in the UK and overseas.
6. Attend, where possible, major BELMAS events acting as a ceremonial figure.
7. Attend BELMAS Board of Trustees from time-to-time acting as an observer to the Board.
8. Contribute to the Strategic Planning of the organisation by participating in Strategic Away Days.
9. Act in a manner that represents BELMAS Mission, Vision and Values.

SELECTION PROCESS AND TERM OF OFFICE OF TRUSTEES

Role	Length of Service/Term	Maximum Terms	Selection/Election
Honorary President	5 Years	2 (10 Years Max)	Selection/interview process determined by the Board
Honorary Vice-Presidents (Maximum of 3)	5 Years	2 (10 Years Max)	Selection/interview process determined by the Board

REMOVAL OF HONORARY ROLES

10. The Trustee Board have the authority to remove Honorary Role holders at any stage of their term of office but will not do so without good reason and cause.
11. Removal of an Honorary Role holder would usually be as a result of an upheld complaint against BELMAS as outlined in By-Law I.
12. Following an upheld complaint, BELMAS may use the process for members engaging with or undertaking activities on behalf of the Society outlined in By-Law F.

BY-LAW D

THE ELECTION REGULATIONS

APPOINTMENT AND DUTIES OF THE RETURNING OFFICER (RO)

1. The Returning Officer (RO) shall be the most senior staff member of the Charity and shall be selected by the Board of Trustees.
2. The RO shall ensure the good conduct of the elections.
3. The RO shall be responsible for the elections and by-elections of the Trustees.

GENERAL ELECTION REGULATIONS

4. The term of office of Trustee roles shall normally begin from January to December.
5. Annual elections shall take place at a time set out by the RO.
6. Any Member of BELMAS shall be eligible to stand for election and vote in any election for a Trustee role with the following restrictions:
 - a. That no member shall sit on the Board of Trustees for a consecutive period of no longer than nine years in total.
 - b. That no member may hold more than one Trustee seat at the same time within the Board of Trustees.
 - c. No member may stand for election having been previously disqualified on the grounds of attempting to disrupt an election or any other dishonest conduct (failure to attend mandatory election events is not considered an attempt to disrupt an election).
 - d. That the individual is able to satisfy the fit and proper persons test for Trustees in the UK.

BEFORE THE ELECTION

7. The Returning Officer shall determine a set of rules and regulations for the good conduct of the election.
8. The method, times, dates and purpose of the election shall be appropriately publicised to the membership in advance of the election, and the Board of Trustees shall be notified in advance.
9. Official nomination forms clearly specifying the post for which the candidate is standing, signed by the candidate shall be handed to the Returning Officer or their nominee not later than the time and day appointed. No nomination shall be accepted after that date. Nominations shall remain open for at least five working days.
10. Nomination forms shall include a template for the candidate's manifesto.
11. When a nomination form is received, the Returning Officer shall formally acknowledge receipt of the form. The Returning Officer shall confirm all Candidates once the nomination

period closes. Once candidates are confirmed, profiles shall be completed on the BELMAS website with their name, position, photograph and manifesto.

12. The Returning Officer shall review all election regulations and ensure that the election process, candidates briefing, and hustings (if applicable) are communicated to the membership.
13. Candidates shall be briefed on the rules and regulations of the election by a method decided by the RO. This can include:
 - a. The election rules and regulations determined by the Returning Officer;
 - b. The dates and times of hustings (if applicable);
 - c. The name and email address of the Returning Officer;
 - d. How and where to vote; and
 - e. How the voting system works.

DURING THE ELECTION

14. Voting shall be open for a minimum of three working days.
15. Voting shall take place by secret ballot and ballots shall be held securely free from being tampered with. The locations and opening of voting stations shall be determined by the Returning Officer.
16. Where possible, elections shall be by electronic means. If there are material reasons why this is not possible, a paper ballot shall be used.
17. Ballots for Alternative Transferable Voting (ATV) elections shall provide the option of 'Re-Open Nominations'.
18. A member may campaign on behalf of 'Re-Open Nominations' but shall be considered a candidate for the purposes of the election regulations.
19. Electors shall only be entitled to vote once for any one position in any Election.

IN THE EVENT OF A PAPER BALLOT

20. In the event of a paper ballot, the Returning Officer shall produce an appropriate system for members to vote. Provisions such as postal voting shall be put in place by the Returning Officer to maximise participation in the election process.
21. An elector shall be required to prove their identity before being issued a ballot paper and allowed to vote and must be checked off a list of current paid members.

AFTER THE ELECTION

22. The 'Count' shall take place in accordance with the Rules outlined by the Electoral Reform Society immediately after the closing of polling.
23. Votes shall be counted or the count supervised, by the Returning Officer who may appoint a sufficient number of tellers to assist in the count. No teller shall serve in the same election in which that person is a candidate. The candidates and one person nominated by each of the candidates shall be entitled to be present. No other person shall be present without the express permission of the Returning Officer or their nominee.
24. Results shall be announced once all objections have been resolved and at the discretion of the Returning Officer. No announcement regarding the elections of the candidates may be made without the permission of the Returning Officer.
25. Objections or complaints to the procedure, result or any other aspect of any BELMAS elections must be made in writing to the Returning Officer or their nominee not later than two working days after the result(s) have been published, and objections raised after this time will not be considered. The Returning Officer or their nominee may consider objections at any time during the election and need not necessarily wait until voting has been completed.
26. The Returning Officer's decision shall be final and binding.

DISCIPLINARY & DISQUALIFICATION

27. No candidate or other person shall make or cause to be made deliberate misrepresentation of other candidates either verbally or on any publication or by any other means.
28. No candidates or any other person shall bribe, or attempt to bribe, any elector in any way whatsoever.
29. A candidate may be subject to disciplinary procedures including disqualification if they or someone acting on their behalf or for their benefit;
 - a. Bring BELMAS into disrepute;
 - b. Responsible for corrupt practice (as defined by the Returning Officer);
 - c. Disrupt elections;
 - d. Dishonest conduct;
 - e. Act to threaten, intimidate, deceive, coerce, collude, conspire or use force to interfere with the election process;
 - f. Falsify, deceive, deface or destroy any election material;
 - g. Artificially create an advantage that any other candidate cannot reasonably (as determined by the Returning Officer or their nominee) replicate;
 - h. Interfere in a vote or voting process; or
 - i. Act in a way that infringes the rules and regulations set out by the Returning Officer.
30. A candidate may be subject to disciplinary procedures, including disqualification if they breach any BELMAS policy or regulation.
31. If a candidate faces disciplinary, the procedures can be found outlined in By-Law F, Disciplinary Procedures for Members of BELMAS.

COMPLAINTS & RIGHT OF APPEAL

- 32.** Complaints shall be made in writing to the Returning Officer. The Returning Officer shall investigate and aim to respond to any formal complaint within 48 hours.
- 33.** There shall be a Right of Appeal for complaints, which shall be referred to the Board of Trustees. The nature of any appeal to the Board of Trustees shall only be based on whether the Returning Officer's decision was not:
 - a.** Entirely based on appropriate regulations and/or;
 - b.** Fair, proper and unbiased.
- 34.** The Board of Trustees ruling shall be final.

BY-LAW E

CODE OF CONDUCT FOR MEMBERS ENGAGING WITH OR UNDERTAKING ACTIVITIES ON BEHALF OF THE SOCIETY

Contents

INTRODUCTION	
About the British Educational Leadership Management and Administration Society	Point 1
The BELMAS Code of Conduct	Point 2
AIMS AND OBJECTIVES	
Why does the Code of Conduct exist?	Point 3
Vision and Charitable Objectives	Point 4
BELMAS MEMBERSHIP	
Who can become a Member?	Point 5
Membership Types and Fees	Point 6
Renewing Membership	Point 7
Cancellation and Termination of Membership	Point 8
THE PRINCIPLES OF THE CODE OF CONDUCT	
Responsibility & Accountability	Point 9
Integrity & Honesty	Point 10
Respect & Fairness – Bullying and Harassment	Point 11
Privacy & Confidentiality	Point 12
Personal Gain & Conflict of Interest	Point 13
Collegiality & Collaboration	Point 14
Freedom of Speech	Point 15
COMPLAINTS PROCESS	
What happens if the Code of Conduct has been breached?	Point 16
Informal Resolution	Point 17
Complaints against Members	Point 18
Sanctions for Breaching the Code of Conduct	Point 19
Code of Conduct Decision Matrix	Point 20
Individual Sanctions	Point 21
SUPPORT	
Where can I get Support?	Point 22
Useful Links	Point 23

INTRODUCTION

1. About the British Educational Leadership Management and Administration Society

Established by its foundation meeting in October 1971, The British Educational Leadership Management and Administration Society (BELMAS) is an internationally recognised network of people who are interested in educational organisations as sites for the doing and study of practice.

BELMAS has international reach and significance through the formality of the annual conference, Journal publication, and association with, for example, UCEA (University Council for Educational Administration) in North America and CCEAM (Commonwealth Council for Educational Administration and Management), and the informality of networks and personal friendships that have grown over time.

2. The BELMAS Code of Conduct

Many of the Society's members voluntarily contribute their time and expertise to support and engage with a wide range of activities. Their contributions are very much valued by all who benefit from them.

In order to support them and to assist and guide them in understanding our expectations whilst engaging in BELMAS activities, the Society has adopted this Code of Conduct which sets out the behaviours of members.

All individuals associated with the Society should endeavour to maintain the highest standards of personal and professional conduct. This Code does not cover research ethics.

There is a separate Code of Conduct specifically for Trustees outlined within these By-Laws.

AIMS AND OBJECTIVES

3. Why does the Code of Conduct exist?

This Code applies to all members and non-members while participating in Society-organised, or supported, events during their attendance at such events.

The code is designed to:

- protect BELMAS members.
- protect others that may be potentially affected by members' actions.
- ensure the highest possible standards of fairness, honesty and behaviour.
- reduce the risk of harm, injury, and harassment.
- ensure that any member can feel included and welcomed to the Society.
- allow members to learn from genuine mistakes.
- ensure that issues are resolved preventing further unnecessary continuation of conflict.

4. Vision and Charitable Objectives

The principles outlined in this Code of Conduct are aligned with the Society's Vision and Charitable objectives. This Code, however, does not relate to professional standards (for example, allegations of plagiarism, defamation, corruption, etc.) which should be dealt with by and between institutions and individuals.

Mission, Vision and Values

Mission: Where Research Meets Practice in Educational Leadership, Management and Administration

Vision: Our Vision is to be an Innovative, Globally Recognised and Respected Learned Society for the Development of Educational Leadership, Management and Administration

Values:

Integrity - We are transparent, honest and hold ourselves and others to high standards

Scholarship - We are a global learning community that embraces difference of opinion

Social Justice - We are brave and equitable

Inclusion - We are recognise many voices and celebrate diversity in all of our work

Charitable Objects

The objects of the BELMAS as per its Constitution and governing document is: *To promote, maintain, improve and advance education of the public by the advancement of the practice, teaching, study of, and research into educational leadership, management and administration.*

BELMAS MEMBERSHIP

5. Who can become a Member?

Membership is open to all individuals a corporate body, or an individual or corporate body representing an organisation which is not incorporated who are:

- Academic members of staff and practitioners in educational leadership, management and administration, and related subjects.
- Postgraduates, researchers, undergraduates and students of educational leadership, management and administration, and related subjects.
- Concerned with the advancement and development of educational leadership, management and administration knowledge through research and its dissemination through teaching and research.

6. Membership Types and Fees

The membership fees are determined by the Society's Board of Trustees.

By creating a member profile and providing the Society with your personal information, you consent to the storage and processing of the information provided by you. The Society's Privacy Policy, which is GDPR compliant, can be found on the BELMAS website.

Additionally, individuals warrant that the information provided is accurate.

Membership to the Society is on a rolling basis, and lasts for a year.

Non-payment of membership fees constitutes as a non-renewal and will result in cancellation of your membership.

Membership is non transferrable.

7. Renewing Membership

Membership auto-renews annually. All members are sent renewals reminders to their registered email address.

All membership renewals are processed through the BELMAS website.

8. Cancellation and Termination of Membership

The reasons/methods for cancelling or terminating membership are:

- The member writes to terminate their membership.
- The member does not renew their membership at the end of their membership period.
- The member has been found to have breached/violated any of the principles stated in this Code.
- If a breach has occurred, the member's membership may be terminated as per the complaints process outlined in this By-Law.

THE PRINCIPLES OF THE CODE OF CONDUCT

All members are expected to act in accordance with the principles outlined in this document. The Code is based on seven key principles outlined below:

9. Responsibility & Accountability

All members should be aware of their ethical, legal and professional responsibilities incumbent to the specific community in which they work, and also to this Society.

All individuals should avoid personal and professional misconduct that might bring the Society or the reputation of the profession into disrepute, recognising that, in particular, legal action that reflects on an individual's suitability to operate in the field of educational leadership, management and administration may be regarded as misconduct by the Society.

Members are encouraged to advance public knowledge and understanding of educational leadership, management and administration.

Members shall encourage and support fellow members in their professional development and, where possible, engage with, and mentor, new entrants to our community.

Members shall not speak in the name of the Society, or committees, without the authorisation of the Trustee Board.

10. Integrity & Honesty

All members should:

- Be honest and accurate in representing their professional affiliations and qualifications, including such matters as knowledge, skill, training, education and experience.
- Take reasonable steps to ensure that their qualifications and competencies are not misrepresented by others, and to correct any misrepresentation identified. Members must recognise and clarify the limits of their knowledge, skills, training, qualifications, educations and experience.
- Be honest and accurate in conveying professional conclusions, opinions, and research findings, and in acknowledging the potential limitations.
- Not use their membership as a means of conveying a level of competency or professional standards, as the Society is not an accrediting body, and there is no assessment of competency to attain/retain membership.

11. Respect & Fairness

BELMAS is committed to maintaining and promoting a professional environment within which its members treat each other with dignity and respect.

All members will not discriminate against, bully or harass others on the basis of: cultural and role difference, including (but not exclusively) those involving: age, disability, education, ethnicity, gender, gender reassignment, language, national origin, political beliefs, philosophical beliefs, race, religion, sexual orientation, marital or family status, and socio-economic status.

Members should respect the knowledge, insight, experience and expertise of fellow members (regardless of career stage and length of BELMAS membership), relevant third parties, and members of the general public.

Bullying

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour involving an abuse or misuse of power that can make a person feel vulnerable, upset, undermined, humiliated, denigrated or threatened.

Power does not always mean being in a position of authority and can include both personal strength and the power to coerce through fear or intimidation.

Like harassment, bullying can take the form of physical, verbal and non-verbal conduct. Bullying behaviour may be in person, by telephone or in writing, including emails, texts or online communications such as social media. It may be persistent or an isolated incident and may manifest obviously or be hidden or insidious.

Whether conduct constitutes bullying will depend on both the perception of the person experiencing the conduct and whether it is reasonable for that person to have perceived the conduct as bullying.

Examples of bullying may include, but are not limited to:

- Verbal abuse, such as shouting, swearing, threatening, insulting, being sarcastic towards, ridiculing or demeaning others, inappropriate nicknames or humiliating language;
- Abuse of a similar nature carried out in writing or electronically (including posters, graffiti, emails, messages, clips or images sent by mobile device or posted on the internet);
- Physical or psychological threats or actions towards an individual or their personal property;
- Practical jokes, initiation ceremonies or rituals;
- Overbearing or intimidating levels of supervision or micro-management, including preventing someone from undertaking their role or following agreed policies and procedures;
- Abuse of authority or power, such as placing unreasonable expectations on someone in relation to their job, responsibilities or hours of work, or coercing someone to meet such expectations;
- Ostracising or excluding someone from meetings, communications, work events or socials;
- Sending, distributing or posting detrimental material about other people, including images, in any medium.

Harassment

Harassment is any unwanted conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. All harassment, regardless of whether or not it relates to a protected characteristic, is covered by this policy.

Harassment may be persistent or an isolated incident and can either be manifest, hidden or insidious. It may take place in person, by telephone or in writing, including emails, texts or online communications, including social media.

Harassment can be intentional or unintentional. It can occur where A engages in conduct which has the effect of violating B's dignity or creating an intimidating, hostile, degrading or offensive environment for B, even if A didn't intend this. Whether conduct constitutes harassment will depend on both B's perception and whether it is reasonable for B to have perceived A's conduct in that way.

A person may also be harassed even if they were not the intended 'target' of harassment. For example, a person may be harassed by jokes about a religious group that they do not belong to, if these jokes create an offensive environment for them.

Examples of harassment, other than sexual harassment, may include, but are not limited to:

- Sending or displaying offensive material in any format (including posters, graffiti, emails, messages, clips or images sent by mobile phone or posted on the internet);
- Mocking, mimicking, belittling or making jokes and comments about a person (or a group stereotype);
- Use of unacceptable or inappropriate language or racial or other stereotypes (regardless of whether the complainant is in fact a member of the group stereotyped);
- Deliberately holding meetings or social events in a location that is not accessible for an individual (by reason of disability, religious prohibitions or otherwise);
- Using profanities or swearing that could have the effect of creating an offensive environment for a person to work in.

12. Privacy & Confidentiality

All members should respect the individual and collective rights to privacy and maintain confidentiality in compliance with UK and International law and regulations.

13. Personal Gain & Conflict of Interest

All members should neither offer nor accept bribes or inducements, either on a personal basis or on behalf of the Society.

All members should declare to the Society's Trustee Board any competing professional or personal interests that may be pertinent to their activities within BELMAS and its supported events and research groups.

This includes any professional/academic disputes, whistle-blowing activity within their academic work, and issues/disputes over the member's research integrity.

Any activities undertaken in the Society's name must be consistent with the Society's vision, strategic objectives and the principles outlined in this guide.

If a conflict of interest does arise, the individual must inform the Trustee Board through the BELMAS Office as the matter becomes apparent and must take the following actions:

- Abstain from the activity in question;
- declare the conflict of interest and pass the role to a colleague, or;
- stand down/withdraw from the activity.

Failure to do so, may lead to the imposition of actions, including a ban on attendance/participation at specific events or activities, and potentially termination of their membership.

14. Collegiality & Collaboration

Collaboration with external learned societies and organisations is encouraged in order to develop the transfer and sharing of knowledge and to help disseminate learning and good practice.

If members put in place barriers or are obstructive to such collaboration or act in a way that brings the Society into disrepute through these collaborations they may be in breach of this Code and may face sanctions.

15. Freedom of Speech

BELMAS recognises the right to a member's freedom of speech, which is outlined within the Constitution. Members are reminded that "being offended" by a person's opinion and freedom of expression, is not the same as bullying and/or harassment.

COMPLAINTS PROCESS

16. What happens if the Code of Conduct has been breached?

BELMAS is committed to addressing all breaches of the Code of Conduct and maintaining a safe and inclusive environment for members to participate in. If you are aware of a breach of the Code of Conduct, please inform a member of the BELMAS Office.

17. Informal Resolution

If it is safe and appropriate to do so, BELMAS staff will work with members to resolve the issue informally as outlined in the By-Laws.

To assist members, staff may recommend support services or training for those who have breached the Code of Conduct or been affected by a breach of the Code of Conduct.

Members should not investigate a breach of the Code of Conduct on their own and should not remove or seek to remove members at their own discretion.

However, members are always encouraged to support members to resolve minor disagreements when safe to do so as outlined within the Constitution.

18. Complaints against Members

If you are not satisfied with the response or if it is not safe to resolve the issue in this way, you can submit a complaint using *By-Law F – Complaints and Disciplinary Procedure for Members of BELMAS*. A member of staff can help you to do this and explain what will happen next.

If a law has appeared to have been broken, the organisation may refer this to the police. No complaint will be processed until any legal procedures have concluded.

BELMAS will not usually investigate anonymous allegations. If a complainant has legitimate concerns about their identity being disclosed as part of a disciplinary investigation, they should make those concerns known in the process of reporting the misconduct allegation, so that the BELMAS can consider whether appropriate steps can be taken to safeguard the rights of the complainant as well as the member(s) of which the allegations are being made.

19. Sanctions for Breaching the Code of Conduct

Complaints Panels considering sanctions against those who have breached the Code of Conduct will give consideration to the matrix below. The matrix details the decision-making process and potential sanctions.

20. Code of Conduct Decision Matrix

Breach of the Code of Conduct	Risk of harm to individuals or the organisation			
		Slightly harmful Risk of minor injury and/or mentally or personally hurtful to individuals. Risk of minor reputational damage.	Harmful Risk of external intervention (e.g. hospitalisation or other) Considered Bullying and/or Harassment. Local level reputational damage to BELMAS.	Extremely harmful Risk of serious physical or mental harm. Considered persistent or a second offence within Bullying and/or Harassment. National level reputational damage to BELMAS.
Minor breach		1	2	4
Moderate breach Organisational rules broken		2	3	6
Major breach Civil/criminal law broken		4	6	9

21. Individual Sanctions

Below are a list of sanctions that a Disciplinary Panel can impose on individuals. They are the maximum sanctions and therefore, a panel cannot impose sanctions higher than the matrix allows.

1	Warning.
	Letter of apology to be written.
2	Final warning.
	Ban from any Society activity for a period of up to three months, except the right to vote. Membership will not be revoked.
3	Ban from any Society activity for up to six months, except the right to vote. Membership will not be revoked.
	Unable to apply for or win Awards or Grants for a period of up to one year.
4	Refer to Police for criminal investigation (if applicable).
	Membership revoked for a period of up to one year without refund.
	Unable to apply for or win Awards or Grants for a period of up to one year.
6	Refer to Police for criminal investigation (if applicable).
	Ban from any Society activity for a period of up to three years without refund.
	Membership revoked for a period of up to three years.
	Unable to apply for or win Awards or Grants for a period of up to three years.
9	Refer to Police for criminal investigation (if applicable).
	A lifetime ban from BELMAS membership without refund.

SUPPORT

22. Where can I get support?

There may be occasions where an incident has happened that isn't a legitimate case for a complaint, but a member still requires support. BELMAS generally always advises members to reach out to their social support networks.

There are a range of useful links at the bottom of this By-Law for members to self-help.

If you or anyone else is in immediate danger, please always call 999.

23. Useful Links

Bullying UK	https://www.bullying.co.uk/
MIND	https://www.mind.org.uk/information-support/guides-to-support-and-services
National Bullying Helpline	https://www.nationalbullyinghelpline.co.uk/
Samaritans	https://www.samaritans.org/

BY-LAW F

COMPLAINTS AND DISCIPLINARY PROCEDURE FOR MEMBERS OF BELMAS

INTRODUCTION AND CODE OF CONDUCT

1. The Trustee Board of BELMAS is responsible to its members for disciplinary action against members who breach policy, procedures, rules and regulations of BELMAS or who may otherwise bring BELMAS into disrepute. Therefore, the following procedures may be invoked when required to investigate allegations of misconduct by members and to determine any sanctions.
2. There shall be a Code of Conduct, approved by the Board of Trustees that sets out the expected behaviour of all members when participating in any activity under the name of BELMAS both in-person or online. This can be found in *By-Law E*.
3. The Code of Conduct shall provide details and examples of what is considered to be bullying and harassment, and shall also detail a non-exhaustive list of sanctions against the severity of the impact of the complaint.
4. The Code of Conduct shall be reviewed a maximum of every three years.

THE PRINCIPLES OF THE PROCEDURE

5. The Disciplinary Procedure shall follow the principles of natural justice: a member shall be considered innocent until proven otherwise; shall have the right to representation, call witnesses, cross examine and submit evidence. There shall also be the right of appeal.

STAGE 1 – COMPLAINT AND INFORMAL RESOLUTION

6. These procedures may be started by a complaint about a members' behaviour, by any ordinary or associate member of BELMAS.
7. No complaint previously heard will be considered unless new evidence has been obtained.
8. All complaints about members of BELMAS should be sent to the Executive Officer who shall attempt to resolve the issue informally in the first instance normally within 10 working days.
9. The Executive Officer or nominee shall mediate and offer support to both the complainant and the member in question. Notes shall be taken and sent to both parties.
10. If both parties agree that the issue is resolved, the Executive Officer shall confirm this in writing and the case shall be closed. In this instance, the case shall not be re-opened unless a new complaint about a different issue is brought forward.
11. If the complainant is not satisfied with the outcome of the informal resolution, the process shall proceed to stage 2.

STAGE 2 – FORMAL COMPLAINT AND PRELIMINARY HEARING

- 12.** A Disciplinary Committee shall be formed by the Board Trustees usually within 10 working days that shall consist of three members appointed by the Chair of the Board of Trustees, but not the Chair.
- 13.** Where the process cannot be legitimately be dealt with internally, where there are allegations of discrimination as defined by the Equalities Act, or where the integrity of the process is at risk, BELMAS may seek an external chair of the panel. In this case, all three members of the Trustee Board shall remain on the panel alongside the External Chair.
- 14.** BELMAS may at this stage seek legal advice and depending on the complexity of the complaint, may take longer than usual to conduct the preliminary hearing.
- 15.** The Disciplinary Committee shall appoint a note-taker who may be an employee, another Trustee or an external individual and shall be appointed by the Chair of the Board.
- 16.** The Disciplinary Committee shall inform the member in question that there shall be a preliminary hearing which is not a formal disciplinary and is designed to establish the facts of the case.
- 17.** The Disciplinary Committee shall invite the complainant to attend a preliminary meeting to discuss the complaint. They shall also invite the Executive Officer to review the informal stage of the process.
- 18.** The Disciplinary Committee shall use the Member Code of Conduct to determine whether there is a case to be heard and shall inform the complainant of their decision within five working days of the preliminary hearing.
- 19.** If there is no case to be heard, the complainant is entitled to appeal. Appeals shall only be considered if:
 - a.** There is new evidence that couldn't have been previously submitted; or
 - b.** The process had been conducted improperly.
- 20.** An appeal at Stage 2 should be addressed to the Disciplinary Committee outlining any new evidence, why it couldn't have previously been submitted, or how the process had been conducted improperly against this By-Law.

STAGE 3 – DISCIPLINARY HEARING

- 19.** If there is a case to be heard, the Disciplinary Committee shall inform the member in question that there shall be a formal Disciplinary Hearing and shall inform them of the time and date of this hearing which shall be within 30 days or one calendar month.
- 20.** The Disciplinary Committee shall offer flexible arrangements within this time frame to ensure that the member in question is able to attend, which may include hearing the case online.
- 21.** In circumstances where the Disciplinary Committee considers the behaviour of a member to be a danger to him/herself, others and the reputation of BELMAS then the immediate exclusion from specified premises or services or rights shall be carried out without prejudice to a disciplinary hearing.
- 22.** The member in question shall be entitled to have an accompanying supporter.

23. The supporter may only speak with the permission of the Chair. A ‘supporter’ cannot be a member of staff because this may put them into a position of conflict of interest. The role of the friend is not to be an expert witness. The role of the friend is to act as an observer, give moral support and to assist the person to make their case (although they may only speak with the permission of the Chair). In addition, where reasonable adjustments are required, they may be accompanied by a supporter e.g. a sign language communicator or a note taker, and a member with difficulty in understanding English may be accompanied by an interpreter, at no cost to the organisation.
24. The Disciplinary Committee shall present the complaint to the member in question, ask further questions and consider any mitigating circumstances.
25. The hearing shall be confidential.
26. Once the Disciplinary Committee are satisfied that they have all the information required, the meeting shall be adjourned to allow time to make a formal decision.
27. The Disciplinary Committee shall use the Member Code of Conduct to determine whether action is to be taken and what sanctions should be considered.
28. The Disciplinary Committee shall inform both the complainant and the member in question of their decision within 10 working days.

STAGE 4 – THE RIGHT OF APPEAL

29. A member has the right to appeal a decision made by the Disciplinary Committee only if fresh evidence is submitted or procedures were not carried out correctly.
30. The member(s) shall submit an appeal in writing to the Chair of the Board (or nominee) within 5 working days of receiving the Committee’s written decision outlining any new evidence, why it couldn’t have previously been submitted, or how the process had been conducted improperly against this By-Law.
31. The Chair of the Board (or nominee) shall determine if there are grounds for an appeal and shall inform the appellant accordingly, usually within 10 working days.
32. An appeal granted shall be heard by the Disciplinary Appeals Panel which shall consist of the Chair of the Board of Trustees, and two Trustees who have not previously been involved in the process.
33. The Chair shall appoint a note-taker for the appeal. This may be the same note-taker used in previous stages.
34. A Chair of the Disciplinary Appeals Panel shall be the Chair of the Board.
35. The Disciplinary Appeals Panel shall inform the complainant that the member in question had legitimate grounds for an appeal, and that the appeal would be heard.
36. The appellant(s) (or representative) shall present the case for appeal, presenting any relevant evidence.
37. Once the Disciplinary Appeals Panel are satisfied that they have all the information required, the meeting shall be adjourned to allow time to make a formal decision.

38. The Disciplinary Appeals Panel shall use the Member Code of Conduct to determine whether action is to be taken and what sanctions should be considered.
39. The Disciplinary Appeals Panel shall inform both the complainant and the member in question of their decision within 10 working days.
40. The decision of the Disciplinary Appeals Panel is final.

RECORDS OF HEARINGS

41. A confidential record of all hearings shall be maintained in line with BELMAS Data Protection Policy.

BY-LAW G

CODE OF CONDUCT FOR TRUSTEES & BEHAVIOURS FRAMEWORK

INTRODUCTION

1. BELMAS places a high standard of behaviour on its elected and selected representatives on the Board of Trustees. All new members are provided with guidance on their responsibilities and general conduct as Trustees and Trustees in line with current best practice as outlined by the Charities Commission. This includes a brief for Trustees and links to the Charities Commission guidance "The Essential Trustee".
2. The six key duties outlined within CC3 "The Essential Trustee" are:
 - Ensure your charity is carrying out its purposes for the public benefit.
 - Comply with your charity's governing document and the law.
 - Act in your charity's best interests.
 - Manage your charity's resources responsibly.
 - Act with reasonable care and skill.
 - Ensure your charity is accountable.
3. Additionally, all Trustees sign Conflict of Interest declarations and complete a HMRC [Fit and Proper Persons Declaration](#).
4. Similarly, BELMAS has an expectation that all members uphold our values which are founded on respect for others and a safeguarding of the space for dialogue through tolerance, encouragement and support.

THE NOLAN PRINCIPLES

5. The Nolan Principles, which are the basis of the ethical standards expected of public office holders, have been adapted in this policy for Trustees of a charitable membership organisation.

Selflessness. Trustees should act solely in terms of membership benefit. They should not act in order to gain financial or other benefits for themselves, their family or their friends.

Integrity. Trustees should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in their performance of their role as a trustee.

Objectivity. In carrying out the business of the organisation, trustees should make choices based on merit.

Accountability. Trustees are accountable for their decisions and actions to their members and must submit themselves to whatever scrutiny is appropriate to their role.

Openness. Trustees should be as open as possible about all the decisions and actions they take.

Honesty. Trustees should declare any private interests relating to their trusteeship and take steps to resolve any conflicts arising in a way that protects the member benefit.

Leadership. Trustees should promote and support these principles by leadership and example.

BEHAVIOURS FRAMEWORK

6. BELMAS has adopted a “Behaviours Framework” that guides individuals, teams and the organisation. We recognise that individuals may from time to time get things wrong, however, these are designed as guidance for everyone in their individual and collective approach to live and breathe the values set by the organisation.
7. It is an expectation that all elected officials, volunteers and permanent staff members do their utmost to follow and champion the Behaviours Framework.

Behaviour	Individual responsibilities	Examples of ineffective behaviours
Managing Resources and Risk	<ul style="list-style-type: none"> ✓ Effectively and efficiently use BELMAS resources. ✓ Refer to and comply with BELMAS policies and processes and with all relevant regulatory and statutory requirements, e.g. Health and Safety. ✓ Participate in BELMAS’ appraisal process. ✓ Address own performance issues. ✓ Identify risks to own delivery, take corrective action and involve others where required. 	<ul style="list-style-type: none"> ✓ Take uncalculated risks. ✓ Fail to notify others of risks. ✓ Generate an unauthorised budget deficit. ✓ Does not take risks.
Effective Communication	<ul style="list-style-type: none"> ✓ Encourage two-way communication. ✓ Use a listening and questioning approach to clarify own understanding. ✓ Present a clear well-reasoned case when communicating with others. ✓ Use the most appropriate communication tools and style for the audience and message. ✓ Avoid overly-emotional language. ✓ Maintain confidentiality. 	<ul style="list-style-type: none"> ✓ Fail to communicate with others. ✓ Use jargon. ✓ Bad mouth colleagues and/or BELMAS. ✓ Overtalk/interrupt others. ✓ Actively spread rumours. ✓ Breach confidentiality. ✓ React defensively to feedback.
Working Collaboratively	<ul style="list-style-type: none"> ✓ Seek opportunities to work collaboratively with others. ✓ Develop internal relationships with staff, members and others within the community to help deliver team objectives. ✓ Actively involve and engage with others to help achieve team goals. ✓ Be accessible to all partners. ✓ Seek mutually satisfying outcomes for everyone involved. ✓ Deal positively with others’ negative attitudes and behaviours. 	<ul style="list-style-type: none"> ✓ Act in a secretive manner. ✓ Work in isolation. ✓ Take “too much ownership” of a project that doesn’t allow partnership and collaboration. ✓ Avoid sharing information with other stakeholders. ✓ Do not build relationships within and across the membership and wider community.
Leading by Example	<ul style="list-style-type: none"> ✓ Display a high level of integrity and ethical behaviour. ✓ Treat individuals with dignity and respect. ✓ Involve other team members in decision-making, as appropriate. ✓ Give praise and credit to others. ✓ Provide feedback to team and individuals. ✓ Effectively manage conflict, raising this with your line manager where appropriate. 	<ul style="list-style-type: none"> ✓ Put personal agenda ahead of team. ✓ Avoid unpopular issues and decisions. ✓ Take the credit for others actions. ✓ Personalise issues.

<p style="text-align: center;">Continuous Personal Development</p>	<ul style="list-style-type: none"> ✓ Undertake continuous personal and professional development. ✓ Work with line manager to identify personal development needs. ✓ Seek out learning opportunities. ✓ Reflect on and learn from experience. ✓ Apply new approaches and ways of working where appropriate. ✓ Participate in team development activities. 	<ul style="list-style-type: none"> ✓ Do not develop self or others. ✓ React defensively to constructive feedback. ✓ Do not participate in development activities. ✓ Create development plans based on personal interests and not the strategy of the charity. ✓ Do not transfer learning to work.
<p style="text-align: center;">Delivering Successful Outcomes</p>	<ul style="list-style-type: none"> ✓ Accept responsibility for own performance and express a commitment to doing so. ✓ Set and agree personal objectives as part of your Personal development Plan. ✓ Deliver outcomes on time and to the required standard. ✓ Anticipate barriers to delivering outcomes and take action to remove them, or communicate any issues to your line manager. ✓ Monitor progress of own objectives and act as necessary. 	<ul style="list-style-type: none"> ✓ Fail to plan/set effective objectives. ✓ Miss deadlines. ✓ Do not address poor performance from reports or peers. ✓ Abdicate responsibility for own and team outcomes. ✓ Fail to deliver.
<p style="text-align: center;">Championing Effective Change</p>	<ul style="list-style-type: none"> ✓ Work with the organisation and its teams to implement changes across BELMAS. ✓ Can articulate the rationale for change to others. ✓ Promote the positive aspects of change. ✓ Seek solutions to problems within your own areas of expertise and job description. ✓ Respond to change in a calm and objective manner. ✓ Raise potential barriers and risks to change and seek to propose solutions. 	<ul style="list-style-type: none"> ✓ Respond emotionally to change at work/ Unable to move beyond a negative reaction. ✓ Focus on barriers to change. ✓ Key stakeholders not involved. ✓ Risks not identified/assessed.
<p style="text-align: center;">Analysis and Problem Solving</p>	<ul style="list-style-type: none"> ✓ Ensure that all appropriate information is recorded and documented as appropriate within the GDPR. ✓ Attend to necessary detail when handling information and solving problems. ✓ Draw on previous experience and/or agreed procedures and policies to solve problems. ✓ Recommend improvements and develop new approaches to delivering your objectives. ✓ Recognise when it is appropriate to escalate issues. 	<ul style="list-style-type: none"> ✓ Do not keep records/data in accordance with the BELMAS Data Protection Policy. ✓ Make decisions which are outside the scope of your responsibility. ✓ Fail to make decisions for which you are ultimately responsible. ✓ Fail to develop solutions in response to problems/issues.

EXPECTATON SPECIFICS AND EXAMPLES

8. It is the responsibility of Trustees to act in the best interests of the organisation as a whole and its beneficiaries and avoid bringing it into disrepute by following the Nolan Principles (PART A) and the Organisation's Behaviours Framework (PART B). This includes:
- Registering, declaring and resolving conflicts of interest.
 - Not gaining materially or financially unless specifically authorised to do so.
 - Understanding what confidentiality means in practice for an organisation, its board and the individuals involved.
 - Engaging in discussions and decision-making processes.
 - Reading papers, querying unclear or difficult things and thinking through issues in good time before meetings.
 - Actively engage in respectful discussion, debate and voting in meetings.
 - Contributing positively, listening carefully, challenging sensitively and avoiding conflict.
 - Act jointly and accept a majority decision making decisions collectively, standing by them and not acting individually unless specifically authorised to do so.
 - Supporting, promoting and engaging with BELMAS activities and events.
 - Respecting diversity, different roles and boundaries, and avoiding giving offence.

WHAT HAPPENS IF THE CODE IS BROKEN?

9. There shall be a specific process outlined in the By-Laws for individuals who fail in their duties as a Trustee or break this Code of Conduct.

BY-LAW H

PROCEDURE FOR COMPLAINTS AND REMOVAL OF A TRUSTEE

INTRODUCTION

1. This procedure outlines the process for the removal of a Trustee. It separates the democratic right of the membership to hold a “vote of no confidence” and the right of the Board to remove a Trustee amongst itself.
2. Any person(s) can use this procedure.

HOW TO MAKE A COMPLAINT ABOUT A TRUSTEE

3. To complain about a BELMAS Trustee, the complainant must first follow the procedure for Complaints against BELMAS outlined in By-Law I.

REMOVAL OF A TRUSTEE BY COMPLAINT

4. Following an upheld complaint as outlined in By-Law I, the Board of Trustees shall be responsible for deciding on sanctions for the Trustee under investigation.
5. The Board of Trustees may decide on one or more of the following sanctions:
 - a. A written apology to the complainant;
 - b. A written warning on behalf of the Board of Trustees;
 - c. An instruction to undertake specific training;
 - d. A final warning on behalf of the Board of Trustees; or
 - e. Removal as a Trustee.
6. If the Board can only remove a Trustee under one or more of the following circumstances:
 - a. **Breach of trust** – if they fail to follow the terms of the constitution and/or the Trustee Code of Conduct outlined in By-Law G.
 - b. **Absent trustee** – if they fail to act as a trustee and fulfil their duties and obligations including failure to act on sanctions imposed by the Board.
 - c. **Uncooperative trustee** – if they refuse to co-operate with other trustees or deal with legitimate enquiries from beneficiaries (members) and provide them with information about the charity.
 - d. **Biased trustee** – if a trustee is improperly favouring some beneficiaries over others.
 - e. **Conflict of interest** – if the trustee’s personal interests’ conflict with the interests of the trusts where they are no longer able to make any decision.
 - f. **Failing to act properly** – if a trustee makes poor decisions or is negligent in their actions.
 - g. **Reputational damage** – if a trustee’s actions significantly damage the reputation of the organisation.

REMOVAL OF A TRUSTEE BY A VOTE OF NO CONFIDENCE

7. Members are able to exercise their democratic right to hold a vote of no confidence by calling a general meeting as per the rules set out within sub clause (11.2) of the Constitution of the charity.
8. To call a general meeting for the purpose of a vote of no confidence against a trustee, a petition must be submitted to the BELMAS office and must include the following:
 - a. Clearly state why they are calling a vote of no confidence.
 - b. Clearly state why the issue cannot be resolved informally; and
 - c. Have signatures from at least 10% of the membership.
9. The Trustee shall have an opportunity to provide written representation as to why they should remain on the Board, and shall be published to members.
10. If a general meeting is called, the Trustee will be given the opportunity to resign before the vote of no confidence takes place.
11. Should the Trustee be unwilling to step down, a general meeting shall be called within 21 days of receipt of the petition from members.
12. Details of the reason for the vote of no confidence shall be circulated to members prior to the meeting.
13. Quorum shall remain at 5% of the membership as per usual general meeting rules.
14. The Chair shall invite someone to speak for the resolution before inviting a member or the trustee to speak against.
15. Where appropriate, the Chair may open questions from the membership for clarity.
16. A formal vote shall be held and will require a two thirds majority of those members present to pass.

BY-LAW I

PROCEDURE FOR COMPLAINTS AGAINST BELMAS

INTRODUCTION

1. This procedure is for complaints against BELMAS by its members, external agencies and members of the public. Complaints may be made against elected officers, representatives of BELMAS, staff of BELMAS, the services or any other aspect of BELMAS. (There is a separate procedure for complaints concerning the BELMAS Elections.)

HOW TO MAKE A COMPLAINT

2. BELMAS strives to resolve complaints as quickly as possible and in the first instance complainants are encouraged to discuss their complaint informally with the Executive Officer of BELMAS. If they do not wish to do so or still wish to make a formal complaint after informal discussions then it should be put in writing to the Executive Officer (or nominee).
3. The Executive Officer (or nominee) shall investigate, gather evidence and determine whether there is a case to be heard. The complainant shall receive a formal response normally within 10 working days.
4. Where process cannot be legitimately be dealt with internally, where there are allegations of discrimination defined by the Equalities Act, or where the integrity of the process is at risk, BELMAS may seek external support for the investigation stage of the process by appointing an External Facilitator
5. If there is a case to be heard, the Executive Officer (or nominee) shall convene a formal meeting of a Complaints Panel to which the complainant shall be invited to put their complaint. This meeting shall be normally within 5 working days of the decision of the External Facilitator.

COMPLAINTS PANEL AND HEARING

6. The Complaints Panel shall consist of three Trustees nominated by the Chair of Trustees and who shall have no connection with the service, Trustee or any other aspect of the complaint.
7. Where process cannot be legitimately be dealt with internally, where there are allegations of discrimination defined by the Equalities Act, or where the integrity of the process is at risk, BELMAS may seek external support for the panel. This shall usually be a single External Facilitator who shall replace the panel. This may be the same person used in the investigation stage of the complaint.
8. The Complaints Panel shall be supported by a minute taker nominated by the Chair of Trustees. This may be an external, member of staff or another Trustee.
9. The purpose of the Complaints Panel or External Facilitator is to review the investigation notes made by the Executive Officer or the External Investigator, and determine whether the complaint should be upheld, and what action should be taken.

- 10.** The Complainant will be invited to attend the panel and may bring a supporter.
- 11.** The supporter may only speak with the permission of the Chair. A 'supporter' cannot be a member of staff because this may put them into a position of conflict of interest. The role of the friend is not to be an expert witness. The role of the friend is to act as an observer, give moral support and to assist the person to make their case (although they may only speak with the permission of the Chair). In addition, where reasonable adjustments are required, a complainant may be accompanied by a supporter e.g. a sign language communicator or a note taker, and a complainant with difficulty in understanding English may be accompanied by an interpreter.
- 12.** The Panel may ask the complainant further questions for clarification based on the investigation notes they have received.
- 13.** A written record of the Hearing shall be maintained and a copy given to the complainant.
- 14.** A written response to the complaint shall be sent to the complainant within 10 working days of the hearing.

APPEAL TO THE BOARD OF TRUSTEES

- 15.** Appeals to the Board of Trustees will only be considered if:
 - a. There is new evidence that couldn't have been previously submitted; or
 - b. The process had been conducted improperly.
- 16.** A complainant can submit a formal appeal to the BELMAS Board of Trustees which should be requested 20 working days of the receipt of the written response to the Complaints Panel outcome.
- 17.** The Board of Trustees shall determine a Trustees' Appeals Panel of three individuals which shall not include any trustee who has previously heard the case or had any connection with the case and would usually include the Chair of the Board.
- 18.** The Board of Trustees may instead opt to appoint an External Facilitator at this stage of the process to hear the appeal. This person must be different to a facilitator used at the investigation or complaint hearing stage.
- 19.** The Trustees Appeals Panel or External Facilitator shall invite the complainant to appear with their supporter to provide an overview of their appeal, submit any new evidence and clarify any questions that they may have.
- 20.** The Trustees' Appeals Panel shall be supported by a minute taker nominated by the Chair of Trustees. This may be an external, member of staff or another Trustee.
- 21.** The written response shall be sent within 10 working days of the hearing.
- 22.** The decision of the Trustees' Appeals Panel shall be final.

APPEAL TO THE EXTERNAL FACILITATOR

- 22.** In the case of BELMAS requiring external support, appeals should be sent directly to the External Facilitator.

- 23.** Appeals to the External Facilitator will only be considered if:
 - a. There is new evidence that couldn't have been previously submitted; or
 - b. The process had been conducted improperly.

- 24.** The External Facilitator shall invite the complainant to appear with their supporter to provide an overview of their appeal, submit any new evidence and clarify any questions that they may have.

- 25.** The External Facilitator shall be supported by a minute taker. This may be an external, member of staff or another Trustee.

- 26.** The written response shall be sent within 10 working days of the hearing.

- 27.** The decision of the External Facilitator shall be final.

BY-LAW J

FINANCIAL REGULATIONS

INTRODUCTION

The following provides a general introduction to the financial structure and principles of BELMAS. The set of principles below apply to all the operations of BELMAS and constitute the Financial Regulations.

1. BELMAS as a registered charity and shall comply with the Charities Act. The Board of Trustees shall have responsibility for the overall financial and legal compliance of BELMAS
2. Amendments to these financial regulations shall require the approval of the Board of Trustees.
3. All members and staff of BELMAS shall abide by these financial regulations.
4. The operational responsibilities for finance rest with the Executive Officer.
5. The Board of Trustees are responsible for a draft budget for the forthcoming year.
6. The audited accounts shall be signed by the Chair of the Board of Trustees and the Executive Officer, shall be submitted to the Board of Trustees and then to the Annual General Meeting (AGM).
7. Those staff with responsibilities for budgets and expenditure shall be accountable to BELMAS via their line management and within the regular reporting to the Board of Trustees.

GENERAL REGULATIONS

8. BELMAS financial year shall commence on 01 January and end on 31 December.
9. The Board of Trustees will agree the Annual Budgetary estimates for BELMAS with support of the Executive Officer by 31 December each year.
10. The Board of Trustees are responsible for ensuring the organisation complies with all relevant laws and appropriate regulations.
11. The Board of Trustees shall ensure that BELMAS will not incur expenditure or enter into contracts that are inconsistent with charity law and relevant legislation.

ACCOUNTS

12. BELMAS shall keep accounts and accounting records in accordance with normal professional accounting standards and the Charities SORP.
13. The Executive Officer shall be responsible to Board of Trustees for the keeping of accounts and shall exercise monitoring of all BELMAS finances.

AUDIT

14. If required, external auditors shall be recommended for appointment by the Board of Trustees and in compliance with legislation.
15. BELMAS shall review and tender its auditors at least every five years.

BUDGET HOLDERS

16. Budget holders are responsible for ensuring all expenditure should be in line with approved budgets.
17. Additional Expenditure to the approved budget must be sanctioned by the Board of Trustees.

CAPITAL AND DEPRECIATION OF ASSETS

18. Assets are defined as a purchase that has a useful life of longer than one year and the cost is in line with the capitalisation threshold. This threshold will be determined by the Board of Trustees.
19. Equipment assets are subject to the BELMAS disposal of assets and depreciation policy.

CONTRACTS

20. No contract or financial agreement (e.g. leasing contract) may be entered into without specific authorisation given by the Board of Trustees.
21. Contracts for recurrent expenditure (e.g. electricity or maintenance of equipment) shall be made by the Executive Officer.
22. Contracts for employment of staff shall be signed by the Executive Officer, except in the case of a new Executive Officer which shall be signed by the Chair of the Board of Trustees.
23. All contracts for capital works or equipment which entail a recurrent expenditure shall be submitted to the Board of Trustees for its approval.

GIFTS, BENEFACTIONS AND DONATIONS

The Executive Officer is responsible for maintaining records in respect of gifts, benefactions and donations made to BELMAS and initiating claims for the recovery of tax where appropriate.

INSURANCE

24. BELMAS shall maintain appropriate insurance cover, to include (where appropriate) employers' liability, public liability, Trustee indemnity/liability interruption of business, fire/theft, and libel, as well as others which are considered prudent to safeguard BELMAS assets and reputation.

LEVELS OF EXPENDITURE

25. Individual Budget Holders may sign off up to £500 from their own budget areas without the written consent of the Executive Officer as the most senior member of staff and shouldn't create an overall overspend across the department.
26. The Executive Officer as the most senior budget holder may sign off up to £5,000 without written consent from the Board of Trustees.
27. Any usual or planned expenditure over £5,000 should be counter-signed by a Trustee Signatory.
28. Any unplanned expenditure over £5,000 should be formally approved at the Board.

ORDING OF GOODS AND SERVICES

29. Goods and Services may only be ordered in accordance with BELMAS Financial procedures.
30. Any member of BELMAS (including elected member Trustees, and employees of BELMAS) or persons who purport to order goods and services on behalf of BELMAS in a manner not in accordance with the financial procedures shall render themselves personally liable for the cost of the goods or service.

RISK MANAGEMENT

31. The Board of Trustees shall receive and review a risk register no less than every six months, this shall incorporate risks both financial and professional to BELMAS.

SECURITY

32. Employees and Officers and Budget Holders are responsible for maintaining proper security at all times for all buildings, stock, stores, furniture, cash etc under their control.
33. Data protection laws must be abided by all employees and officers at all times and applied to electronic and paper-based information.

STOCKS AND STORES

34. Stocks shall be stored in a safe and orderly fashion.
35. Any surpluses or deficiencies revealed by stocktaking shall be reported to the Board of Trustees and appropriate action taken where necessary.

USE OF BELMAS ASSETS AND EQUIPMENT

36. The use of all BELMAS Assets and Equipment shall be for official use only. Any personal and private use shall only be allowed at the discretion of the Board of Trustees.
37. BELMAS shall maintain an up-to-date Asset Register and a "Disposal of Assets" Policy.

BY-LAW K

EMPLOYEE PROTOCOL

INTRODUCTION

1. BELMAS employs staff and agrees the terms and conditions of employment. Employees provide advice and managerial expertise and are an important and valued resource.
2. Elected Trustees are accountable for the strategic direction of the organisation and members should not discuss staff or staff related matters at BELMAS meetings unless mandated to do so.

ROLE OF THE TRUSTEES AND INDIVIDUAL OFFICERS

3. The Trustees will not discuss individual employees unless mandated to do so. This does not include the Executive Officer, who is directly line managed by the Board through the Chair.
4. Trustees of BELMAS will not directly manage the work of individual staff members except the Executive Officer, who is directly line managed by the Board through the Chair.
5. In the event that the Trustees wish to change the priorities of a staff member they will see the Executive Officer in the first instance. This is not meant to prevent dialogue between Trustees and staff but it is essential that each staff member has one manager from whom they take direction.
6. In the event that a Trustee has a complaint concerning the behaviour of a member of staff they must not deal with it directly, but should report it to the Chair of the Board who will report it to the Executive Officer. The Executive Officer will investigate the issue and will decide whether or not to take the matter further. An appeal against this decision may be made to the Board of Trustees.
7. Trustees have a responsibility to ensure that under no circumstances will individual employees be discussed other than at a meeting of the Board of Trustees. Employee issues should be treated with strict confidentiality at all times and should never be the subject of organisation publicity.

ROLE OF EMPLOYEES

8. Employees will not be involved in the democracy of the organisation.
9. Employees will attend meetings as directed by the Executive Officer, and where not mandated to be a member, they shall act in an advisory capacity to the committee members.
10. Employees will not have the right to cast a vote under any circumstances. Staff should not contradict decisions made by Trustees or BELMAS policy.
11. Employees should not communicate with any media concerning the organisation, with the exception of designated staff who may contact the media on agreed issues with the express permission of the Chair of Trustees and the Executive Officer.

- 12.** Employees with a complaint against or a comment on the behaviour of a Trustee must not deal with it directly but should report it to the Executive Officer who will report it to the Chair of Trustees. The Chair of Trustees will investigate the issue and will decide whether or not to take the matter further. A formal complaint can be made using the process outlined in the By-Laws.
- 13.** In the event that an individual employee or a group of employees have an issue with their employment, they should pursue it through the line management structure to the Executive Officer, who will in turn take whatever actions are necessary and prudent, within the terms and conditions appertaining to those staff.
- 14.** Employees may consult with their Trades Union representatives at any time.
- 15.** The Executive Officer has the contracted authority to be responsible for all employee matters. All employees and Trustees are required to respect this.

BY-LAW L

SCHEME OF DELEGATION

1. This document helps our organisation understand who can make which decisions, strengthening accountability and transparency.
2. The Scheme of Delegation outlines responsibilities for the leadership and governance within our charity. As our organisation develops, the strategic and operational functions of the organisation, both in terms of governance and leadership, will evolve to ensure fitness for purpose in a range of contexts.
3. Boards are always responsible for setting the policies and strategies of the organisation. This scheme does not seek to shift or interfere with legal responsibilities for Trustees, rather it provides clarity on implementation of strategy and operation of BELMAS' activities.

SCHEDULE OF MATTERS SPECIFICALLY RESERVED TO THE BOARD FOR DECISION

4. The following matters are specifically reserved for decision in respect of the Society:
 - a. The appointment and terms of reference of any Committee of the Board and any matters expressly reserved for the decision of the Board.
 - b. Approval of annual report and accounts before they are received at the AGM.
 - c. Final approval of the annual budget.
 - d. Any changes to the investment policy, creation of new bank accounts or investments, and changes to the bank mandate.
 - e. Lay trustee appointments and proper running of selection processes/elections to the Board.
 - f. Formation, acquisition or disposal of any subsidiary or other changes in legal structure.
 - g. Expenditure not included in the budget, subject to the following level of delegated authority: Executive Officer up to £5,000.
 - h. Approval of property leases or purchases.
 - i. Any legal proceedings.
 - j. Changes to this document.
 - k. Any legal or regulatory obligations conferred on Trustees such as the Charities Act or Companies Act.
 - l. Adopt/review/amend the organisational, management and control structures, processes and procedures required to further the aims of the Society's objects.

SCHEME OF DELEGATION

5. Other matters are delegated to Committees of the Board, the Chair or Executive Officer from time to time in accordance with expressed delegated authority. The following table helps clarify decisions further:

Area of responsibility	Chair of Board of Trustees	Board of Trustees	Board of Trustees Sub-Committees	Editorial Boards (Through the Editor-in-Chief)	Executive Officer	Other Permanent Staff
Good Governance and Democracy	<p>Provide leadership for the Board.</p> <p>Mentor and support new Trustees.</p> <p>Formal (and informal) link with organisation sub-committees, staff and Trustees.</p>	<p>Appoint new Lay Trustees & approve Member Trustees.</p> <p>Mentor & support new Trustees and the Chair.</p> <p>Monitor compliance with governing documents.</p> <p>Complete an annual review of board performance & receive & approve recommendations of improvements.</p> <p>Approve Policies & Procedures relating to Governance including GDPR.</p> <p>Receive reports from committees, and agree/ amend / reject any recommendations. Presented to the board.</p> <p>Abiding by the Nolan Principles At all times.</p>	<p>Act only within its powers outlined within the terms of reference for the Sub-Committee.</p>	<p>Individual duty to uphold the good governance of the organisation, abiding by the Nolan Principles and organisation's values.</p>	<p>Act as Returning Officer and lead the election process for Member Trustees.</p> <p>Support the administration of the recruitment process for Lay Trustees, publication editors and RIG convenors where appropriate.</p> <p>Induct, train & brief Board members.</p> <p>Monitor changes to key legislation.</p> <p>Review the Scheme of Delegation annually reporting to the Board of Trustees.</p> <p>Administer all changes to constitutional document(s).</p> <p>Ensure all policies are up-to-date and that the Board are aware of the ones that are required for renewal.</p>	<p>Individual duty to uphold the good governance of the organisation by living the Nolan Principles and organisation's values.</p>

<p>Human Resource Management</p>	<p>Conducts the appraisal, probationary meeting and performance management of the Executive Officer.</p> <p>Review the Job Description of the Executive Officer annually and as part of the appraisal process to ensure it meets the needs of the organisation.</p> <p>Lead the recruitment & selection of the Executive Officer as Chair of the Appointments and Remuneration Committee.</p> <p>Lead and support a culture of continuous training and personal development.</p> <p>Be the ultimate level of appeal regarding staff dismissals.</p>	<p>Overall responsibility for the performance of the Executive Officer.</p> <p>Overall responsibility to ensure that the organisation is compliant and that all HR Policies are up-to-date and within UK Legislation.</p> <p>Overall responsibility to approve new policies and review existing ones.</p> <p>Approve annual pay award for staff.</p> <p>Approve the recruitment & selection process for the Executive Officer.</p> <p>Disciplinary process at appeal stage for the Executive Officer.</p> <p>Disciplinary process up to appeal against dismissal stage for all staff.</p> <p>Approve new roles Committing recurrent funding outside of agreed budgets.</p> <p>Approve proposals for redundancies.</p>	<p>Review the reward package of the EO and Staff Team at least every three years, to ensure it is competitive and cost effective. (Appointments and Remuneration Committee)</p> <p>Set out the recruitment & selection process for the EO and present to the Board of Trustees. (Appointments and Remuneration Committee)</p> <p>Approve the recruitment & selection process for Lay Trustees. (Appointments and Remuneration Committee)</p> <p>Approve the recruitment & selection process for RIG Convenors. (Appointments and Remuneration Committee)</p> <p>Approve the recruitment & selection process for Publication Editors and ensuring the involvement of any relevant Editorial Board, Experts and Publishing Partners in its decision making. (Appointments and Remuneration Committee)</p>	<p>Where appropriate, and where there are no conflicts of interests, support the Appointments and Remuneration Sub-Committee to appoint new Editors.</p>	<p>Conducting the appraisal and performance management of all permanent staff.</p> <p>Review of staff terms, conditions and pay, providing reports for the Board and relevant committees.</p> <p>Providing the Board with any updates on UK legislation regarding HR policy and bringing any new or existing policies forward for approval.</p> <p>Recruit & appoint new Staff.</p> <p>Approve minor amendments to employee policies & procedures.</p> <p>Approve re-grading and re-structuring of staff if resources available.</p> <p>Disciplinary process at gross misconduct & dismissal stage.</p> <p>Support a culture of continuous training and personal development.</p> <p>Support the Board of Trustees with complaints against members, Trustees and the organisation as appropriate.</p>	<p>Support a culture of continuous training and personal development.</p> <p>Line management of staff where applicable conducting their appraisal and performance management.</p>
---	---	---	---	--	---	---

<p>Financial Management</p>	<p>Signatory on the Annual Report and Accounts.</p> <p>Be a signatory for the organisation on the bank mandate.</p>	<p>Approve annual Income and Expenditure.</p> <p>Approve quarterly update on financial performance & resulting decisions.</p> <p>Approve Reserves Policy and Depreciation Policy.</p> <p>Approve Financial Statements (subject to AGM approval).</p> <p>Subject to AGM approval, appoint auditors & bankers.</p> <p>Approve unbudgeted expenditure over £5,000.</p> <p>Approve Financial Procedures & finance policies.</p> <p>Approve the Annual Report and Accounts.</p>	<p>Review the management accounts prior to the Board meetings, preparing advice and guidance for the Trustees decision-making. (Finance Committee)</p> <p>Draft annual budgets in preparation for the Board of Trustees. (Finance Committee)</p>	<p>Ensure that the financial performance meet the expectations set at the beginning of each year by the Board of Trustees, by the sound editorial management of both publications.</p>	<p>Day-to-day budgetary control for the organisation designated by the Board of Trustees.</p> <p>Financial management including the preparation of monthly management accounts.</p> <p>Be a signatory for the organisation on the bank mandate.</p>	<p>Individual budgetary control as designated by the Executive Officer.</p> <p>Payroll and Pension for all BELMAS staff members.</p> <p>Any other finance related tasks as delegated by the Executive Officer.</p>
<p>Strategic Planning & Management</p>	<p>N/A</p>	<p>Set the Strategic direction of the organisation.</p> <p>Review the Strategic Plan annually.</p>	<p>N/A</p>	<p>N/A</p>	<p>Organise the Annual Strategic Away Day on behalf of the Board of Trustees.</p> <p>Lead the organisation's development against the Strategic Plan of the organisation.</p> <p>Prepare reports for the Board of Trustees outlining progress against Strategy.</p>	<p>N/A</p>

Risk Management	N/A	<p>Review the organisation's risk register and ensure that procedures are put in place to reduce risk as appropriate.</p> <p>Ensure BELMAS has the correct insurance provisions in place to protect the organisation.</p>	Produce reports for the Board of Trustees relating to risks associated with the activity of the Sub-Committee.	Report any risks relating to publications to the Board of Trustees.	<p>Prepare the organisation's risk register for the Trustees to review.</p> <p>Ensure BELMAS has the correct insurance provisions in place to protect the organisation.</p>	Report any risks associated with their job roles and responsibilities to the Executive Officer.
Other Day-to-Day Matters	N/A	N/A	PLEASE SEE BY-LAW B FOR SPECIFIC DETAILS OF SUB-COMMITTEES RESPONSIBILITIES	<p>Full editorial control of each publication.</p> <p>Provide reports to the Board of Trustees outlining the success, risks and areas for improvement of the publications.</p>	PLEASE SEE BELOW	<p>Ensure RIGs are organised, coordinated and supported. Ensure dates and locations are advertised, speakers booked and that any issues are dealt with.</p> <p>Operational running of BELMAS events and activities as delegated by the Executive Officer.</p>

DELEGATIONS TO THE EXECUTIVE OFFICER

6. The Board delegates to the Executive Officer the authority and powers set out below. They have the power to delegate these as appropriate.

a. Financial

- i. To authorise and commit BELMAS to expenditure without further approval provided in all cases that it is within the organisation's budget approved by the Board.
- ii. In exceptional circumstances to authorise commitments outside the organisational budget up to £5,000 in any one case with notification to the Chair of the Board.

b. Contracts

- i. To enter into any contract or agreement on behalf of BELMAS provided that:
 1. It is in the ordinary course of business of the charity.
 2. It does not commit expenditure outside an agreed budget.
 3. Where appropriate a pre-contract tender processes as agreed by the Board has been carried out.

c. Personnel

- i. Within the budget for staff to engage and terminate the contracts of staff.
 1. To agree terms and conditions of employment for all staff within such guidelines and subject to any direction or specifications agreed with the Board.
 2. To agree job descriptions and job specifications for roles.
 3. To implement and operate staff disciplinary, grievance and whistleblowing procedures.
 4. To approve Learning & Development requests, as they have a resource impact, within pre-agreed budget levels.

d. Non-employee recruitment and selection process

- i. Except for their own position, there is an expectation for the Executive to be involved in the process of recruitment and selection of other roles. This includes but is not limited to Lay Trustees and Publication Editors. The extend of the involvement in these process shall be determined by the Appointments and Remuneration Committee.

e. Risk Management

- i. To manage risks as detailed in the risk register.
- ii. To notify Trustees/Trustees concerning failure of controls detailed in the risk register.

f. Data Protection

- i. To act as the organisation's Data Protection Officer.
- ii. To implement the Data Policy.

g. Forums and non-board Committees

- i. To create new forums, committees and other non-board/Executive groups.
- ii. Development and revisions to terms of references.
- iii. Approval of members to non-board/Executive committees.

h. Delegation to other staff

- i. The Executive Officer has authority to delegate to other members of staff such authority and powers as they consider appropriate provided that such delegation shall not, in any one case or in aggregate, exceed their own authority.

